

The Impact of HPM on U.S. Military Resource Management

U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM)

Health and Productivity Management (HPM) provides valuable tools that measure the impact of health on workplace productivity. Military Preventive Medicine Resource Managers (RMs) are using these tools to quantify the benefits of health for military personnel. In addition, RMs are using HPM to link health promotion and health protection outcomes to military force readiness.

Traditionally, Military Preventive Medicine RMs have relied on Department of Defense (DoD) Management Decision Initiatives (MDIs) to ensure that resources are appropriately allocated. These MDIs require the DoD to establish and track performance outcomes. The initiatives also determine whether or not outcomes achieve expected levels of performance based on resource expenditures. Finally, the MDIs are used to integrate performance measures with strategic planning and budgeting.

These initiatives are used to ensure effective resource management. Well-managed resources are required by both the U.S. Congress and the DoD. In addition, effective resource management is critical for defense of the nation.

A key component of military resource management is the impact that resources have on force readiness. Force readiness – the ability to accomplish a military mission and the ability to deploy – depends on healthy human capital. So, it is essential that RMs be able to quantify the benefits of good health for military personnel.

Some health outcomes for military personnel are easily quantified. These outcomes include:

- Hours lost from duty or training due to illness (absenteeism),
- Dollars spent on health care,
- Total costs to recruit and provide initial training for each troop,
- Dollars spent for ongoing training, and
- Costs of replacement personnel.

However, other impacts of health on military personnel are more difficult to measure.

Fortunately, RMs can use the tools and strategies that HPM provides to quantify other impacts of sub-optimal health on workplace productivity. Military Preventive Medicine RMs are now using HPM to:

- Quantify the benefits of a healthy force,
- Relate the benefits of improved health to force readiness,
- Demonstrate the impact of sub-optimal health on force readiness, and
- Provide compelling evidence that an investment in health will provide a return.

Making the link between health outcomes and productivity will also pinpoint how best to invest health resources in order to optimize military readiness.

HPM tools are being used in a pilot project for the U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM). This pilot project will facilitate data collection to quantify the impact of Industrial Hygiene (IH) recommendation implementation. The return on investment for implementing these recommendations has been difficult to demonstrate in the

past. Data from this project will support business cases analyses that present compelling evidence for implementing IH recommendations.

Managing resources effectively has always made good business sense. By using HPM to quantify the impact of health on force readiness and mission productivity, Military Preventive Medicine RMs can manage resources more effectively and also support the case that military health and readiness are a business imperative.

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